I. Preface

INTRODUCTION

The use and management of technology by public sector organizations is continually changing. Because of this constant state of change, government entities like the City of Long Beach are required to reevaluate their technology organizations and capabilities to provide for effective and efficient management of their technology assets.

Some changes are not merely phases or updates, but dynamic transformations that significantly redefine or greatly impact the technology industry and individual organizations. Wireless and digital technologies are prime examples. The dynamic nature of technology today makes it necessary to have a vision for the future, understand cutting-edge technology, and realize that keeping abreast of technology requires continuous investment in people and tools.

Easy access to technology has changed the workplace, the home, and the world in which we live. Adapting to these changes within the public sector is usually slow, deliberate, and methodical because public sector entities are responsible for the public trust, are accountable to many authorities, and experience much oversight and scrutiny. The cautious nature of the public sector environment often creates frustration among those providing and receiving services from the City, because they may have access to home or some other service delivery operations that are more robust and responsive.

As the City seeks recommendations for optimizing its current technology functionality, it is important to understand the changes that technology has initiated for the City, and other organizations, to frame the City's current approach to managing and using technology.

TECHNOLOGY MANAGEMENT AND USAGE TRENDS

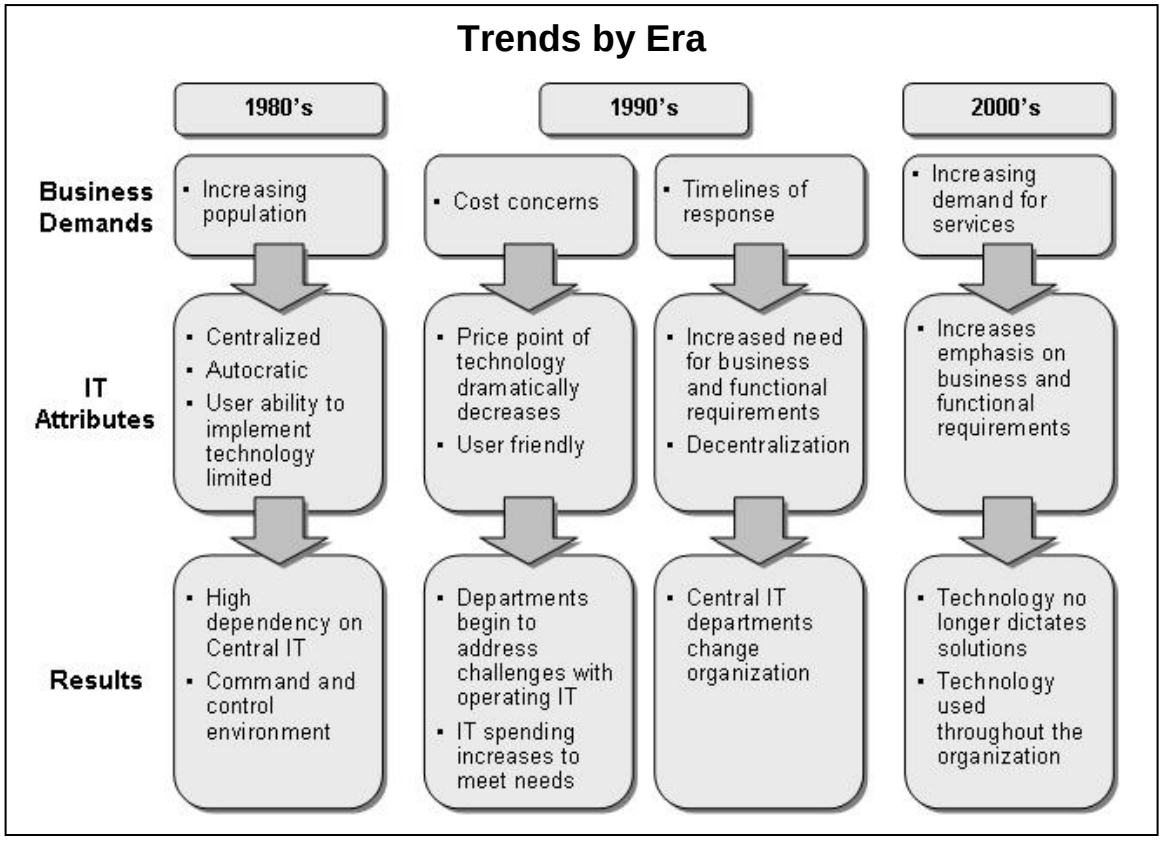
Technology change is rapid, constant, and challenging. Technology has drastically changed the workplace environment. It has created a demand for new:

- Technology skills
- Language to communicate
- Customer practices
- Governance policies
- Management oversight
- Employee accountability
- Service delivery alternatives

While many of the changes in technology involve electronic tools and their expanded capabilities, technology has also changed the organizational focus regarding how services are provided, and by whom they are provided, and to whom. In most organizations, the service delivery model adapts to the corresponding changes in the design, capabilities, and management of technology.

Since the early 1980s, when information technology became pervasive in all organizations, there have been several pronounced trends. These changes are reflected in *Exhibit I-1*.

EXHIBIT I-1: TRENDS BY ERA



The management of technology is perhaps the most important change that has occurred within organizations. Initially, in most organizations, the "technology department" was in charge of making decisions regarding acquisition, cost, and customer service. But as technology started to directly affect organizations' core functions; it was clear that managers – responsible for budgets, operations, and staff – needed to take more ownership of how technology was used in their departments. Thereafter, it was only a matter of time before executive management realized that technology was a strategic asset in their ability to achieve their stated mission.

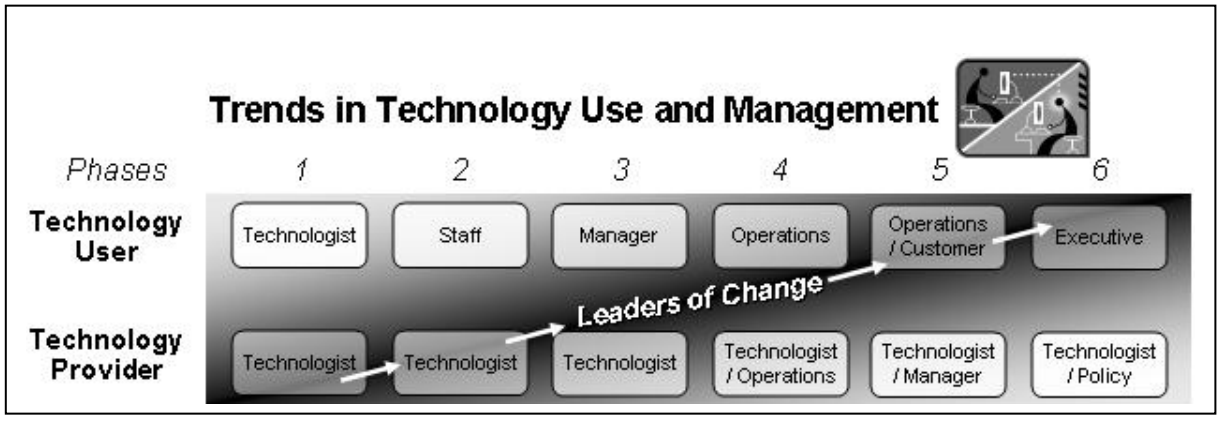
SHIFTING ROLES AND RESPONSIBILITIES OF THE TECHNOLOGIST

As technology trends have evolved, so has the responsibility for managing technology. It has transitioned from the computer room to the boardroom. It is now incumbent for policy makers to have a vision and plan on how technology, as a strategic tool, will enhance and support their financial and service missions.

Control of technology is a common dialogue within management circles. However, traditional control practices cannot always be applied to technology-based operations and services. The person responsible for technology was most often the person who was knowledgeable about hardware, software, systems development, and the latest 'bells and whistles'. Today the person in charge of technology must be part of policy making and business strategy development, understand the organization, create new policies for overcoming identified barriers, and understand technology. It well could be the most important position in an organization, because it directly impacts internal operations, external services, and large amounts of scarce and precious funds.

It is also important to understand how the role of technology providers, users and leaders has shifted in the workplace. *Exhibit I-2* depicts these changes.

EXHIBIT I-2: TRENDS IN TECHNOLOGY USE AND MANAGEMENT



In most organizations that have existed since the beginning of the technology era the roles and responsibilities of the technologist have evolved significantly through increased understanding of the importance of technology and its related assets. Initially, **(Phase 1) technology was very specialized** and it was not uncommon to find that it was treated as something only understood and used by technologists. Technologists were both the primary providers and users of information technology in an organization.

As **staff became more familiar and knowledgeable (Phase 2)** regarding the capabilities of information technology, the technologist was still the provider, but staff became the user assuming responsibility for conducting the organization's transactions.

As staff became more comfortable and efficient in using technology tools, it became apparent that organization managers could no longer limit the technology function only to the technology staff members. Additionally, **(Phase 3) managers recognized that technology was a great management tool**, which readily accommodated tracking, reporting, and scheduling. Increased usage also meant that greater funds were being applied to technology for management's use, thus, managers became primary users.

As programs and equipment became more available, affordable and conventional **(Phase 4)**, the provider was now no longer involved just with equipment and program installations, but perceived as a **helpmate in business operations**. The technologist soon was required to understand business functionalities and assist the users in discerning what was best, most current, and most feasible, based on enterprise-wide needs and organizational standards. The users were all of the organization's operational units. Technology was perceived as the key to communications, planning, services, and oversight. Up to this phase, the technologist was still the leader of technology change for organizations.

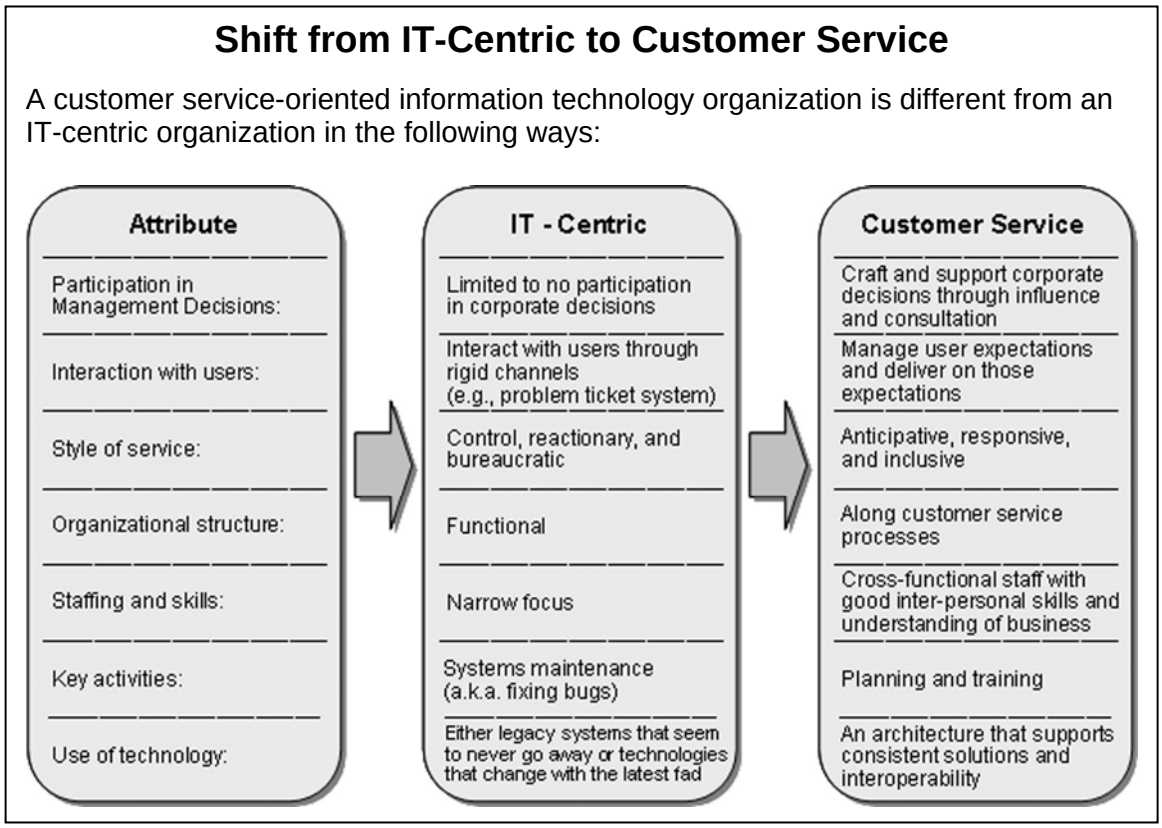
As technology expanded in the work environment, it experienced parallel growth in the home. The face of Customer Service emerged, and it changed service expectations and accountability. The customer wanted quick access and quick action. The impact on operations was revolutionary. This change **(Phase 5)** required the technologist to **not only master technology and the business functions of operations, but also to understand management's responsibilities and to advise** accordingly. At this point, responsibility for leading information technology shifted from the provider to the user.

Lastly, the next phase **(Phase 6)** redefined both the provider and the user. With increased growth, changing technology, budget constraints, competition for resources, and greater demand for technology, it was apparent **that technology needed to have a place at the policy table**, because its connectivity and interoperability impacted operations at all levels. The provider or technologist was now at the boardroom and policy table, not only for accommodating the usage of tools, but for influencing how the organization was to evolve in the future. The power of technology was impacting decision-making at all levels. The "mega-bucks" needed by technology, in order to become more efficient and/or effective, were accompanied by the "mega-responsibilities" of technologists who now had to understand the big picture and become actively involved in policy making. The user shifted to the executives. Now it was the executives who had to become proficient in understanding how technology was changing the face of the organization, both internally and externally. **The executive was responsible for leading technology change**.

CUSTOMER DEMANDS FOR INFORMATION TECHNOLOGY SERVICES

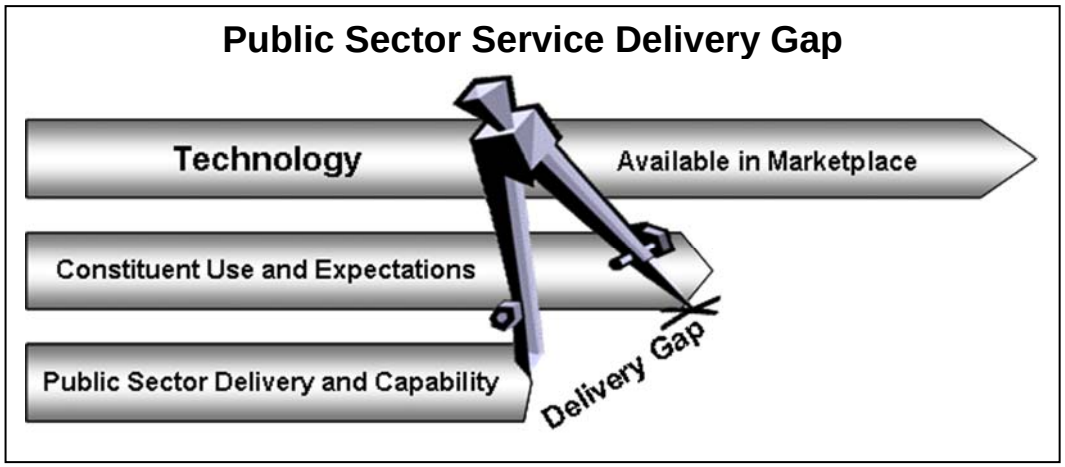
Customer requirements and expectations, more than any other area, have experienced the fastest and greatest changes. The availability of information and interactive capabilities via the Internet has redefined customer requirements, made options infinitely greater, and made it available 24 hours a day, seven days a week. All these changes greatly impact the focus and operations of an organization. *Exhibit I-3* depicts some of the organizational changes created by a shift to customer service.

EXHIBIT I-3: SHIFT FROM IT-CENTRIC TO CUSTOMER SERVICE



Technology, because of its increased ease-of-use, affordability, and accessibility has greatly increased the levels of expectation and frustration. In the public sector, the greater demand for information, for organizations' timely delivery of services, and for accountability using technology has the organization constantly balancing the gap between what is available on the market and what is available in the organization. *Exhibit I-4* portrays the "gap" between capability and expectations. As depicted, the public sector's ability to provide service via technology does not match the public's expectations.

EXHIBIT I-4: PUBLIC SECTOR SERVICE DELIVERY GAP



II. Introduction

BACKGROUND

In September 2005, the City of Long Beach (the City) engaged the firm of Bartig, Basler & Ray (BB&R) to conduct an Information Technology Optimization Study.

The focus of the study was designed as an operations review of how the City uses technology to meet its mission, make policy decisions, enforce accountability, and evaluate performance.

Specifically, the City desired to identify ways to reduce costs and improve service levels in the delivery of information technology services. The City has conducted similar optimization studies for other entities or components of the City's organization, such as workers' compensation services, the fire department, police and fire dispatch, and code enforcement.

The formal project kick-off meeting was held on October 3, 2005. All onsite fieldwork, interviews, focus groups, and data collection were completed by early January, 2006.

This section of the report contains an overview of the:

- Project Scope
- Study Approach and Methodology
- Technology Operations Evaluation Framework
- Report Structure

PROJECT SCOPE

The City requested the Information Technology Optimization Study to determine whether opportunities existed to reduce costs and improve effectiveness in the management and delivery of information technology services. The City wanted a consultant to evaluate operations and make recommendations in the following areas:

- **Organization and Management**, including the organization and roles of the City's information technology professionals and management processes.
- **Service Delivery**, including models for organizing personnel and delivering services.
- **Governance**, including the roles and processes related to information technology strategy development and policy making.

The study was specifically designed not to be a strategic plan, a systems analysis, a fiscal cost analysis, a personnel review, or a plan for e-government.

In order to provide guidance to the consultant team and facilitate stakeholder involvement, the City created an Information Technology Study Development Team (SDT). In addition, the

City was responsible for some activities of this project. Those activities have been incorporated into this report. BB&R developed the employee survey questions and the City administered the survey and tabulated the results. BB&R developed a Data Request to identify staffing and budget information related to information technology in an attempt to understand the larger view of technology in the City. The City finalized this Data Request and collected the requested information from the departments on staffing and dollars spent on technology that was not part of the Technology Services Department (TSD) – Department Memorandum of Understanding (MOU). All of this information was self-reported and was not validated by the team.

STUDY APPROACH AND METHODOLOGY

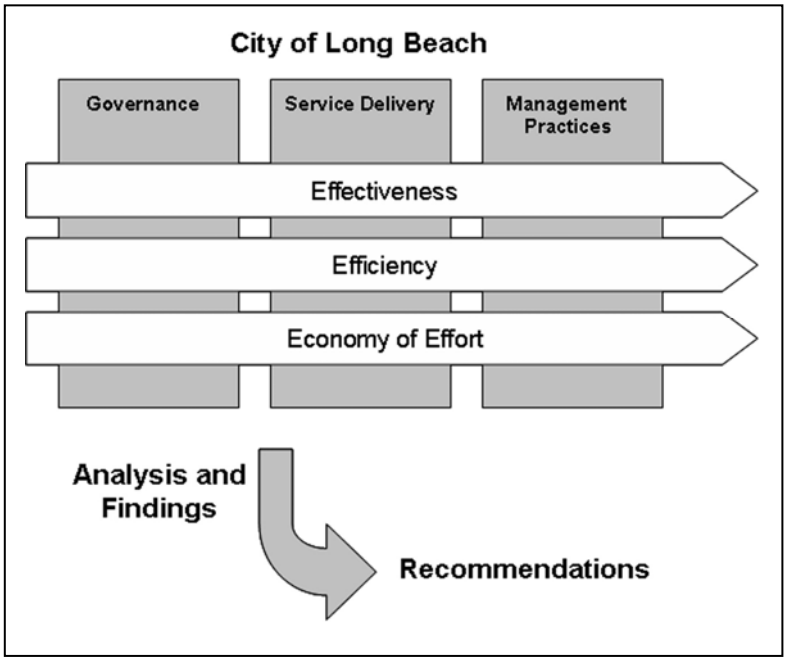
Approach

In evaluating the City's use of information technology, we considered the effectiveness, efficiency, and economy of effort of the organization. Effectiveness measures whether missions, goals, and objectives are achieved. Efficiency measures whether the achievement of the missions, goals, and objectives were attained in the most timely and fiscally responsible manner. Economy of effort measures the cost in relationship to the overall benefits and investment, or maximization of resources. Delivering services utilizing technology most often is more effective and efficient than the former paper and pen approach. However, if the technology-generated or technology-assisted service does not share information with other key entities that would benefit from the same information, then it could be said the economy of effort was not achieved. The overall investment by the organization should generate overall benefits.

Since technology crosses all components of the City's organization, we recommended the Information Technology Optimization Study be conducted by taking a cross-organizational view of activities, services, and benefits. This approach provided insights to the overall effectiveness, efficiency, and economy of effort of the City's use of technology without regard to artificially-created divisions such as program, structural units, personnel classification, budget appropriation, management responsibility, or authorization power.

Exhibit II-1 depicts the integrated approach to the project:

EXHIBIT II-1: INTEGRATED PROJECT APPROACH



As discussed with the SDT, the reduction of costs was not expected to be a major finding of this study, because expansive and detailed cost-analysis was not included within the final scope of the study. City management reiterated this understanding at the project kick-off meeting.

Methodology

To secure the broadest representation and input from staff and interested parties several input modes for eliciting information were adopted within the study approach. Input modes included:

- Conducting interviews with key stakeholders
- Reviewing key documents
- Conducting focus groups
- Developing an electronic survey
- Conducting drop-in informational exchanges
- Receiving information via an email address
- Researching information

Several key documents were reviewed to help the team understand the organization's operating environment. A complete list of documents reviewed is contained in *Appendix A*. Some of the City documents reviewed included the:

- FY 2006 TSD Department Budget

- Information Systems Master Plan (ISMP), August, 2003
- TSD Customer Scan (Franklin Hill Group), June 14, 2002
- Proposed Three-Year Financial Strategic Plan (FY 2004-2006), January 28, 2003
- Data Center Disaster Recovery – Draft Presentation, October 11, 2005
- Information Technology Advisory Committee (ITAC) and Citizens' Technology Advisory Committee (CTAC) Agendas and Meeting Minutes, various dates
- Information Technology Standards, May 2005
- Radio Communications Strategic Plan – Project Update, July 14, 2005
- FY 2006 Memorandum of Understanding (MOU) Reconciliation
- FY 2005 MOU Summaries of Rates
- FY 2006 MOU Transmittal Letter, July 1, 2005

Individual and Group Interviews were conducted with key management and executive level personnel. These interviewees included City Council members and/or their staff, the City Manager, the Deputy and Assistant City Managers, and Department heads and their support staff. The interviews were designed to probe attitudes, concerns, and satisfaction levels regarding technology in the City. More than 45 individuals participated in the interview process. A complete list of the interviewees is contained in *Appendix B*.

Additionally, a Data Request was developed by the team in order to solicit information regarding financial, organizational, and personnel data from each department related specifically to technology. The City distributed and collected the Data Request information.

Focus groups were conducted to further understand specific areas of the City's technology operations. The intent of the focus groups was to gain user perspectives on the status of technology across the organization and to solicit from staff what they viewed as issues, priorities and solutions. The focus groups had no more than fifteen participants per session, were scheduled for a maximum of three hours, and were topic-specific. The initial eight technology topic focus groups were:

- Applications
- Geographical Information System (GIS)
- Information technology operations support
- Wireless
- Infrastructure
- Help Desk
- Data Center
- Acquisition support

A focus group was also conducted for the members of the ITAC. In total, nine focus groups were held with more than 100 participants. Additionally, the CTAC was interviewed in a less formal focus group setting.

A survey was developed by the BB&R team and reviewed, edited and approved by the SDT. The survey was electronically designed so that any or all City staff could participate. Using an electronic program TSD staff arranged for the distribution, collection and automatic compilation of the survey results. The survey was anonymous, with identification of

department as optional. More than 1700 responses were received (40% response rate) and more than 350 respondents wrote remarks in an optional section that asked for additional comments if they had opinions regarding technology. The response to the survey was significant and is indicative of the high interest City staff has regarding technology.

Throughout the project period, individuals who wanted to provide input were encouraged to email the BB&R project staff and/or drop-in at the BB&R project worksite. The team received and responded to a number of emails, voice mails and requests for interviews.

The data collected from the above cited sources was analyzed by the BB&R Project Team and emerging issues and areas of concern were identified. The collected data, along with the Team's broad experience in conducting similar studies, were the foundation of the development of the findings and recommendations contained in this report. While a best practices and industry standards activity was not included in the Final Scope of Work, the team conducted, on a limited basis, select analysis of information gathered from outside sources regarding outsourcing, governance, organizational models and industry practices for public sector organizations.

STUDY DEVELOPMENT TEAM

The SDT was established to direct the scope of the study, approve the RFP, select the consultant, monitor project progress, and review and accept the final report and recommendations. A complete list of SDT members is contained in *Appendix C*.

During the conduct of the study the SDT met biweekly for presentations by BB&R regarding the progress of the scope activities. At each meeting BB&R presented:

- Project Schedule – confirmation of schedule and deliverables
- Accomplishments – tasks and activities accomplished
- Preliminary Analysis (if appropriate) – indicators of findings
- Next Steps – what the team would be working on for the next two weeks

The SDT facilitated access to staff and materials, reviewed and approved the survey, and were kept abreast of any limitations or difficulties encountered by the project team.

The "no surprises" operating philosophy of BB&R and the frequency of the SDT meetings made for an open and ongoing dialog during the conduct of the study.

REPORT STRUCTURE

Format

As mentioned earlier in this report, the Scope of Work identifies three areas to be reviewed:

- Governance

- Service Delivery Approaches
- Organization and Management

The remainder of this report is structured in the following manner:

- **Section III. – Overview of Current Environment** – presents our understanding of the City's current status, technology service delivery approach and current management of technology
- **Section IV. – Focus Groups, Survey and Data Request** – addresses the approach and tabulated results
- **Section V. – Assessment and Findings** – presents our analysis and findings in topic areas of Governance, Service Delivery and Management Practices. The findings address what was discovered regarding the topic and why it was important.
- **Section VI. – Recommendations and Implementation Plan** – addresses the suggested resolution(s) and our proposed implementation plan.

III. Current Environment

BACKGROUND AND UNDERSTANDING

The City of Long Beach has experienced many challenges during the last three to five years. These challenges have included:

- Major budget deficits
- New leadership
- Hiring freeze
- Implementation of a Three-Year Financial Strategic Plan
- Consideration of a major technology initiative

In 2002 the City experienced a major structural deficit of $102 million creating the need to evaluate and implement significant cost reduction measures, optimize service delivery alternatives, and examine revenue enhancement opportunities.

Achieving a balanced budget became the principle focus of City officials. This priority was echoed throughout both the community and the organization. The City developed and implemented a Three-Year Financial Strategic Plan to address the shortfall. It greatly impacted both the services delivered and the staff providing the services. Most actions within the City departments were directed toward reducing, eliminating, deferring, restructuring and/or consolidating services or costs that were General Fund supported. Additionally, a guiding principle appeared to be that all departments were to share the burden.

Technology planning and acquisition continued during this three to five-year period. An ISMP was developed, a Customer Scan regarding technology services was conducted, and an initiative for an Enterprise Resource Planning (ERP) system was considered. Also, outsourcing technology was an option identified in the City's Three-Year Financial Strategic Plan.

Operating in a fiscally-constrained environment for the last three years has had great impacts on the organization's operations because it:

- Encouraged short-term oriented decisions
- Incorporated a hiring freeze
- Reduced operating expenditures
- Extended equipment usage
- Focused primarily on General Fund programs
- Encouraged use of "soft" monies (grants)
- Encouraged rehiring of retirees
- Encouraged hiring of consultants
- Required doing the same or more, with less

This working environment has not only been challenging from a workforce perspective, but from an oversight perspective as well. Oversight procedures instituted for balancing the budget required more review and time. This impacted both time-sensitive and long-term decision making. Many of the decisions made involved information technology, either as a support tool or a future alternative approach to services.

The City instituted a hiring freeze, which did not allow for replacement of personnel. This created a work environment resulting in less staff but little change in service expectations from both internal and external customers. Many of the departments have attempted to do more with less, postponed expenditures, and held-the-line on all unnecessary expenditures. These actions have greatly impacted the current work environment.

SERVICE DELIVERY

Service delivery of technology is provided both by resources within the TSD and in some cases, resources resident within departments. For example, both the Police and Library have their own technology staff. Some technology resources, embedded in departments, provide technology support as an additional responsibility of their positions.

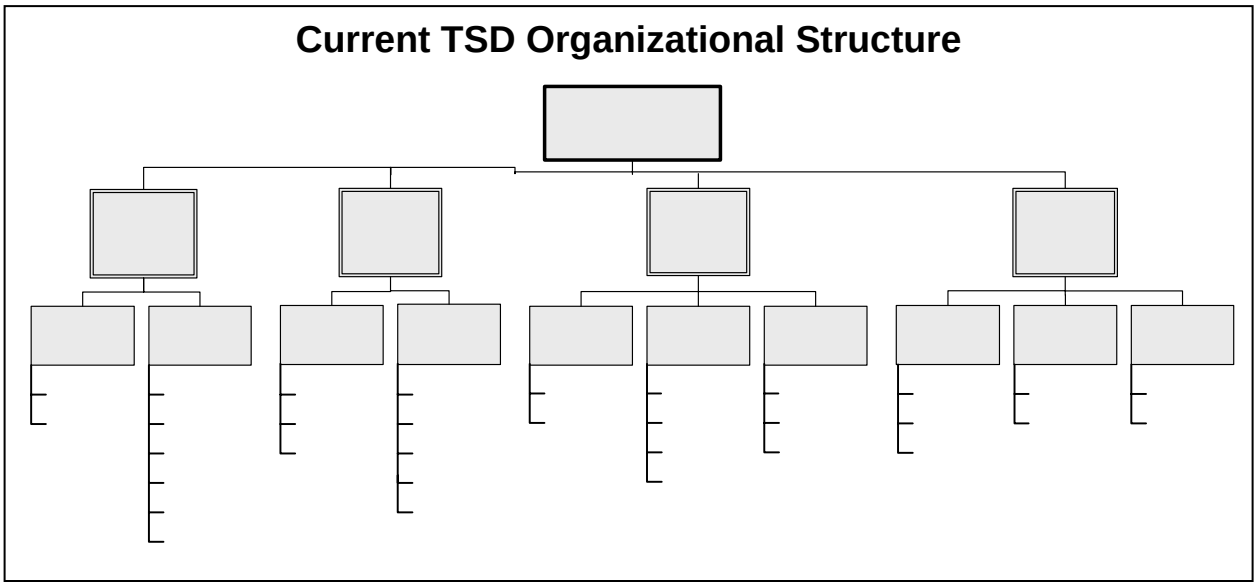
The City's current TSD has a Director who reports to the City Manager through a Deputy City Manager, and four Bureau Managers reporting to the TSD Director.

Based on information received from the City of Long Beach on January 6, 2006, the name of the TSD Application Services Bureau was changed to the Business Information Services Bureau. Accordingly, the Applications Support Division and Applications Development Division were also changed to the Business Information Systems Division and Business Information Technology Division respectively.

When the General Services Department was dissolved, the responsibilities for its functions were assigned to different departments. As a result, TSD is responsible for some non-technology-related services.

Exhibit III-1 depicts the current organization structure for the existing technology service delivery at the City.

EXHIBIT III-1: CURRENT TSD ORGANIZATION



CURRENT MANAGEMENT AND USE OF TECHNOLOGY ENVIRONMENT

The current operating environment of the City has many challenges regarding technology. Legacy systems, fragmented systems, old equipment, and new technologies have strained the current capacity to plan, guide, service, and support technology consistently throughout the organization.

The City's leadership encourages management and employees to be innovative, creative and entrepreneurial. While this creates a change-oriented environment, this has resulted in departments having a very strong focus on how best to solve their particular needs with little attention given to creating more internal coordination, collaboration, and communication regarding City-wide information technology use and/or projects.

The City did attempt to address coordination and participation regarding information technology by establishing two advisory committees, ITAC and CTAC. Both of these committees have experienced changes. In addition to the advisory committees, there are committees working on specific information technology application projects. These committees function on a project-specific basis and are informal in nature. Participation is voluntary and each committee's purpose, direction and ownership appear to vary according to need.

The budgeting process greatly impacts the current technology operating environment. Technology-related projects that require General Fund funding are included in a review required by the annual City budget process. However, if grant funds are available for technology-related projects, they may not be required to undergo the same level of scrutiny and decision making as required of General Fund projects.

Currently, TSD utilizes MOUs to allocate resources and a chargeback system to account for their funding. Most departments have internal staff operating and supporting technology. Some of them have been assigned by TSD, while others address the business and technology needs of their respective departments on either a formal or an informal basis with limited collaboration with TSD. TSD has stated and implied responsibility for technology, even though they do not have the responsibility for all technology decision making affecting City-wide projects. TSD is perceived by users as a support of technology within the City departments.

Although TSD, like other departments, has experienced staff reductions, it is perceived as taking some positive steps to mitigate limiting circumstances.

TSD management is taking steps to change the department's operating culture by instituting a customer service focus. It has:

- Established regular meetings with departments
- Made some improvements to the Help Desk
- Worked to redirect CTAC

Overall, TSD is perceived as customer service-oriented, cooperative, and doing the best it can, given the constraints from the fiscal crisis.

TSD is currently involved with several major projects that will require substantial time, resources and coordination. These projects include:

- Reverse 911
- 311
- WiFi
- Integrated Information Systems (IIS) Phase-In
  - Land Mgt System

A more complete list of projects is included in *Section IV*.

City at a Crossroad

It appears that the City is at a crossroad in how it will manage technology. The City can continue to view technology as merely a support tool for current operations or it can embrace technology as a enterprise-wide strategic resource that will change operations, enhance services, and create greater cost saving/avoidance options for the organization.

The results of this study will hopefully assist the City in making significant changes in how technology is valued and perceived within the organization.

The identification of practices regarding the planning and management of information technology projects assisted in the development of our understanding of the City's current operating environment. These practices and identified issues were validated by interviewees, focus group results and survey respondent comments. Many of the findings reflect the need to respond to a changing environment greatly influenced by technological advances and changing constituent expectations.

IV. Focus Groups, Survey and Data Request

BACKGROUND

In order to maximize participation from a broad base of City staff, a number of mechanisms were used to gain input. These included individual and group interviews, focus groups, and an electronic survey. We also requested additional departmental information (Data Request) from the City regarding technology-related budgets, staffing and technology projects.

This section of the report summarizes information from the focus groups, the electronic survey and the data request.

FOCUS GROUPS

Introduction

Focus groups were used to gain broad user and technology-based perspectives on the status of technology within the City. Additionally, they were a forum to solicit from staff what they viewed as issues ("what's working" vs. "what's not working"), priorities and potential solutions. As part of the study we facilitated nine focus groups around areas of technology operations.

Each focus group was cross departmental, had no more than fifteen participants per session, was scheduled for a maximum of three hours, and was topic-specific. The nine focus groups were:

- Applications
- GIS
- Information technology operations support
- Wireless
- Infrastructure
- Help Desk
- Data Center
- Acquisition support
- ITAC

Additionally, we interviewed CTAC as a focus group, but did not utilize the structured approach as with the other focus groups.

Focus Group Composition and Participation

Our experience suggests that the selection of individuals for the focus groups is one of the most important aspects of the project that the City needs to control.

We requested the City provide a mix of staff for each focus group. Individuals could meet multiple criteria. The following focus group selection criteria were developed in order to have a broad and appropriate representation in each session:

- At least 4 different departments
- At least 3 individuals who hold supervisory positions
- At least 3 individuals who hold staff positions
- At least 2 individuals who hold manager positions
- At least 2 individuals who represent departments which have their own information technology staff
- At least 3 individuals with more than 12 years tenure with the City
- At least 3 individuals with less than 5 years tenure with the City

We were very fortunate that members of the Study Development Team nominated qualified staff for the focus groups. The City's Project Manager made the final selections and notified the individuals. Participation in each focus group was high, with over 100 personnel participating over all the focus groups. A complete listing of the Focus Group Participants and detailed slides and responses is contained in *Appendix D*.

Focus Group Process

In addition to the selection criteria, we developed a standard facilitation guide for conducting each focus group session. The focus group activities are outlined below:

- Introductions
- Selected kick-off meeting slides
- Topic areas for focus group
- Get a sense of "Where we are at today" – validation exercise
- Get a sense of "What's working and what's not" – discussion
- Process discussion and exercise

INTRODUCTIONS

Since a number of focus group attendees and facilitators did not know each other, a brief round-the-room set of introductions occurred with each participant indicating their department and role.

SELECTED KICK-OFF MEETING SLIDES

Though two formal kick-off sessions were held to introduce the Information Technology Optimization Study to City personnel, some personnel were not able to attend. To make sure

focus group participants were all informed, and "on-the-same-page," the selected excerpts in *Exhibit IV-1* were presented from the Kickoff Meetings.

EXHIBIT IV-1 – SELECTED KICK-OFF MEETING SLIDES

Project Purpose

- Determine how City organizes and manages IT resources to meet its goals
- Identify and recommend alternative approaches to improve IT services and reduce costs

1

Study Focus

- Optimization Study
  - Management study
  - Functional organizational review
- It is not a:
  - Strategic Plan
  - Systems Analysis
  - Personnel Review
  - Plan for e-government

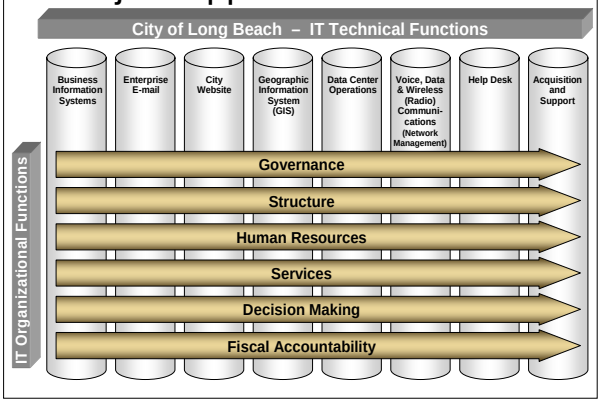
2

Project Approach: A Functional Perspective

- Functional View
  - Looking at:
    - Actions, activities, services
  - Looking for:
    - Like-actions, activities, services, models, clientele, reporting requirements, etc.
    - Benefits to:
      - Customers/clients
      - Citizens
      - Employees
      - Business partners

3

Project Approach: Dual Focus



TOPIC AREAS FOR FOCUS GROUPS

To further guide each focus group session some initial key topic areas were identified for discussion. The topics in *Table IV-1* were intended as discussion starters to help facilitate group interaction and as "spring-boards" for other related areas.

TABLE IV-1: TOPIC AREAS FOR FOCUS GROUPS

FOCUS GROUP	INITIAL KEY TOPIC AREAS
Applications	• Need for new applications • Interfaces of old to new • Support for legacy and new applications • Enterprise-wide adoption, governance and standards

FOCUS GROUP	INITIAL KEY TOPIC AREAS
GIS	• GIS systems in use • Standards, governance • Current approach to GIS information sharing • Policy makers, gatekeepers • Business demands • Resources and funding • Challenges, demands, constraints • Support and resources
Information Technology Operations Support	• "Chargebacks:" Current process and possible alternatives • Reprographics • Special Projects
Wireless	• Decision makers, stakeholders, gatekeepers • Service areas: radio, voice, data • Standards • Redundancy • Emergency planning • Testing promulgation • Connectivity, interoperability • Funding sources • In-sourcing
Infrastructure	• eMail • Web-Site • Network – (WAN/LAN) • Voice (hard wired)
Help Desk	• Quality of service • Speed of service • Consistency • Follow-up / completion • Function / role of Help Desk in evolving technology environment • PC support
Data Center	• Disaster planning, backup • Resource allocation / scheduling • Prioritization of department and process needs • Planned and unplanned outages: communications to user community • Performance measurement • Legacy system support • Demands and constraints • Lease vs. buy process • Location and security
Acquisition Support	• Purchasing / Replacement of: • PC's • Servers • Printers, copiers, (not wireless, radio or Blackberry) • Software
ITAC	• Charter, roles and responsibility • Current functions: technology, departmental, project review • Reporting structure • Composition, attendance, funding authority

GET A SENSE OF "WHERE WE ARE TODAY" – VALIDATION EXERCISE

Over the course of the prior three years the City has completed a number of internal and external technology-related studies and documents, which the BB&R Project Team reviewed. To help us, and the focus groups, get a sense of "where we are today," we created a brief

validation exercise using direct statements from prior studies, documents and information sources.

For each focus group there were statements specifically relevant to the focus group, as well as some general statements that were asked of all focus groups. Using a scale of 1 (Disagree) to 10 (Agree) each focus group participant responded indicating the degree to which they felt the statement was correct or not correct at this point in time. Results from each focus group are presented later in this section.

GET A SENSE OF "WHAT'S WORKING .... AND WHAT'S NOT" – DISCUSSION

Using the Key Topic Areas as a starting point, each focus group identified activities, processes, and practices that were working and not working, supportive and hindering, enabling and restrictive in City-wide technology service delivery, organization governance and process adherence.

Recurring highlights from the focus groups are presented later in this section.

PROCESS DISCUSSION AND EXERCISE

While each of the preceding activities was intended to identify specific practices, enablers and hindrances, the Process Discussion and Exercise focus group activity was intended to take a "beginning-to-end" look at select major processes that were applicable to a focus group. By discussing major processes, additional information was identified or provided validation of prior comments.

Select process discussion topics were:

- The overall process for obtaining new equipment and/or replacement of equipment including approvals, adherence to standards, TSD support implications, funding, and delivery
- Outsourcing and insourcing activities
- Data center environment (current and planned), such as critical system identification, emergency planning and testing (backup and disaster recovery), standards, redundancy, support, constraints, etc.
- Integration of an enterprise-wide GIS system
- Help Desk: Initial service call to resolution process, tracking and progress reporting, coordination, after hours capability, triage and prioritization
- Website: City-wide vs. department needs; development, prioritization, approvals, standards, maintenance, etc.
- Email and network access: New vs. current employee process, timelines, approvals, standards, security adherence, etc.
- Chargeback process: Department participation, budget process, department's understanding of the chargeback process, expectation vs. delivery, special circumstances and reductions
- Obtaining cell phones and/or personal digital assistants (PDA): Departmental or individual needs, approval, adherence to published standards, support expectations, training, activation, etc.

- Obtaining radios: Departmental needs, approval, response and timeliness, funding, standards adherence, interoperability (City and regional), support, status of Thayer Strategic Communications Plan, etc.
- Request and/or implementation of new applications: TSD and departmental implications, collaboration, interfaces to existing systems, project management, change management, training, data conversion, decision makers / gatekeepers, approval processes, funding, implementation plan, infrastructure readiness, stakeholder responsibility, business case, post go-live responsibility and support – departments vs. TSD, technical vs. functional
- Advisory committees: Charters, composition and participation, authority vs. responsibility, reporting structure, project review and management (technical and functional), coordination and collaboration (TSD and departmental), etc.

Results from "Where we are today" – Validation Exercise

As indicated, this activity helped the focus groups and BB&R Project Team get a sense of "where we are today" using direct statements from the:

- FY06 Budget Document
- 2003 Information Systems Master Plan
- 2002 TSD Customer Scan
- ITAC Guidelines
- Interview results

Using a scale of 1 (Disagree) to 10 (Agree) each focus group participant responded indicating the degree to which they felt the "statement" was correct or not correct at this point in time.

Results from each focus group are summarized in *Tables IV-2 through IV-10*.

TABLE IV-2: APPLICATIONS FOCUS GROUP

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
The City's current portfolio of information systems does not meet many of the key business needs for information systems.	5.4	ISMP Page 3
The City suffers consequences from fragmentation of systems.	9.4	ISMP Page 11
Information is sometimes inconsistent from one system to another and difficult to reconcile.	8.2	ISMP Page 11
It is often difficult to combine data from various independent systems into a comprehensive, insightful picture needed for sophisticated analysis and decision-making.	6.5	ISMP Page 11
Sensitive data is difficult to secure when it is copied from system to system.	8.7	ISMP Page 11

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
The number of trouble tickets related to departmental/functions specific applications is expected to increase because most applications are older technologies and require modifications to enable interface with new technologies.	5.5	FY 06 Proposed Budget Page 512
Most systems are difficult to adapt to changes in business requirements and new business needs.	7.5	ISMP Page 13
Technical documentation is poor for the City's customized systems. The City relies on programmers' personal knowledge and notes for maintenance.	9.6	ISMP Page 13
If the following is the mission statement of TSD, is it an accurate reflection of current services? *"To deliver and manage innovative, cost effective solutions and a wide range of services to facilitate and enhance our customers' ability to provide the highest level of services to the people, businesses and organizations of Long Beach."*	5.5	FY 06 Proposed Budget Page 501

TABLE IV-3: GIS FOCUS GROUP

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
Much data is not thoroughly updated. Various systems store street address information, but this data is not systematically validated against a master street address database.	5.3	ISMP Page 13
Customers perceive that the TSD GIS unit is understaffed.	6.7	Customer Scan Page 10
Departments are setting up their own GIS capabilities.	2.9	Customer Scan Page 10
Department heads and representatives meet with TSD on a regular basis to discuss GIS issues.	6.7	Customer Scan Page 3
TSD has established GIS policies, standards and guidelines.	5.6	Customer Scan Page 3
Departments want/need more GIS capability.	8.5	Customer Scan Page 3
GIS is more valuable to the City when integrated to other data.	8.8	ISMP Page 15
GIS should focus on spanning multiple departments rather than on single department solutions.	7.9	ISMP Page 10
The City of Long Beach has a comprehensive, well-developed Geographic Information System.	7.9	ISMP Page 15
If the following is the mission statement of TSD, is it an accurate reflection of current services? *"To deliver and manage innovative, cost effective solutions and a wide range of services to facilitate and enhance our customers' ability to provide the highest level of services to the people, businesses and organizations of Long Beach."*	6.2	FY 06 Proposed Budget Page 501

TABLE IV-4: OPERATIONS SUPPORT FOCUS GROUP

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
My department would like the option to choose between TSD provided services and outside vendors.	6.2	Interviews 2005
Reprographics services are more cost effective from TSD than outside vendors.	5.4	Interviews 2005
I understand the chargeback system and believe it is fair.	4.1	Interviews 2005

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
If the following is the mission statement of TSD, is it an accurate reflection of current services? *"To deliver and manage innovative, cost effective solutions and a wide range of services to facilitate and enhance our customers' ability to provide the highest level of services to the people, businesses and organizations of Long Beach."*	6.1	FY 06 Proposed Budget Page 501

TABLE IV-5: WIRELESS FOCUS GROUP

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
The cell phone approval process needs to be improved and TSD should take the lead.	6.1	Customer Scan Page 9
Customers want TSD to provide more guidelines on wireless devices.	3.9	Customer Scan Page 9
Emergency communications is an enterprise-wide issue, led by a separate group within the City and TSD supports this group.	3.3	Customer Scan Page 3
The City should expand wireless Internet access in Long Beach.	9.8	FY 06 Proposed Budget Page 504
The number of end user devices is expected to increase in FY 2006 as equipment ages.	9.4	FY 06 Proposed Budget Page 515
If the following is the mission statement of TSD, is it an accurate reflection of current services? *"To deliver and manage innovative, cost effective solutions and a wide range of services to facilitate and enhance our customers' ability to provide the highest level of services to the people, businesses and organizations of Long Beach."*	4.3	FY 06 Proposed Budget Page 501

TABLE IV-6: INFRASTRUCTURE FOCUS GROUP

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
Connectivity to Lotus Notes is an issue for departments outside of City Hall.	7.3	Customer Scan Page 8
Customers want TSD to either provide more staff to support Website development or to assist them in hiring a consultant.	5.9	Customer Scan Page 8
Network reliability is an issue.	6.9	Customer Scan Page 8
The Intranet is underutilized.	6.9	Customer Scan Page 3
The process for remote checking of email is very cumbersome and clearer directions are needed.	2.9	Customer Scan Page 8
TSD provides adequate notice when a department's server will be down for maintenance or repair.	5.5	Customer Scan Page 8
If the following is the mission statement of TSD, is it an accurate reflection of current services? *"To deliver and manage innovative, cost effective solutions and a wide range of services to facilitate and enhance our customers' ability to provide the highest level of services to the people, businesses and organizations of Long Beach."*	5.1	FY 06 Proposed Budget Page 501

TABLE IV-7: HELP DESK FOCUS GROUP

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
The Help Desk workload is increasing as equipment ages and programs become more complex.	8.0	FY 06 Proposed Budget Page 509
Internal department Help Desk support is better than TSD Help Desk support.	5.7	Customer Scan Page 6
Tier 1: Help Desk customers are always provided with trouble ticket numbers for initial call and response. Tier 2: Help Desk customers are always provided with trouble ticket numbers for follow-up response via phone, additional TSD Bureau and/or on-site technician. *Note: In the Focus group we split this Help Desk validation statement into two parts to document participant's responses in a more detailed manner. The two parts are: Primary (Tier 1 – Initial Call & Response,) and Tier 2 (Follow-up response via phone, additional TSD Bureau support and/or on-site technician.)*	3.9 1.9	Customer Scan Page 6
Tier 1: Help Desk support is timely and responsive for initial call and response. Tier 2: Help Desk support is timely and responsive for follow-up response via phone, additional TSD Bureau and/or on-site technician. *Note: In the Focus group we split this Help Desk validation statement into two parts to document participant's responses in a more detailed manner. The two parts are: Primary (Tier 1 – Initial Call & Response,) and Tier 2 (Follow-up response via phone, additional TSD Bureau support and/or on-site technician.)*	7.1 1.3	Customer Scan Page 6
Help Desk support is consistent day/evening/night and weekends.	2.8	Customer Scan Page 2

TABLE IV-8: DATA CENTER FOCUS GROUP

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
Departments have little or no idea about what goes on in the Data Center.	7.6	Customer Scan Page 3
The Data Center has adequate disaster recovery plans that are tested on a periodic basis.	1.5	Interviews 2005
TSD is planning to provide a Recovery Center equipped with hardware outside the Central Data Center to run critical City applications should a disaster occur in the Data Center.	5.2	FY 06 Proposed Budget Page 504
Equipment is replaced as it fails or is near failure.	7.7	FY 06 Proposed Budget Page 516
If the following is the mission statement of TSD, is it an accurate reflection of current services? *"To deliver and manage innovative, cost effective solutions and a wide range of services to facilitate and enhance our customers' ability to provide the highest level of services to the people, businesses and organizations of Long Beach."*	6.5	FY 06 Proposed Budget Page 501

TABLE IV-9: ACQUISITION SUPPORT FOCUS GROUP

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
My department's acquisition support needs will increase because our equipment is seriously aging.	7.4	FY 06 Proposed Budget Page 508
Newly acquired equipment is installed or configured on a timely basis by TSD.	5.2	Customer Scan Page 4
I would like to see a central contact person within TSD who checks on the status of an order.	10.0	Customer Scan Page 7
When customers buy new information technology equipment, they expect TSD to maintain it.	9.4	Customer Scan Page 16
When customers/departments buy new information technology equipment, they expect TSD to maintain it - even if the equipment does not adhere to TSD published technical standards. *Note: In the Focus Group we added an additional validation statement to clarify participant's responses in a more detailed manner. Text that was added or modified to the statement is underlined.*	9.9	Customer Scan Page 16
Users are frustrated with TSD lack of communication regarding the status of an order and with the length of time to receive ordered equipment.	8.3	Customer Scan Page 7
If the following is the mission statement of TSD, is it an accurate reflection of current services? *"To deliver and manage innovative, cost effective solutions and a wide range of services to facilitate and enhance our customers' ability to provide the highest level of services to the people, businesses and organizations of Long Beach."*	6.8	FY 06 Proposed Budget Page 501

TABLE IV-10: ITAC FOCUS GROUP

STATEMENT	AVERAGE RESPONSE	STATEMENT SOURCE
The role of the Committee is to consult with departments about new technology being proposed to ensure that all alternatives have been considered. ITAC is responsible for reviewing proposals of significant technology projects and recommending to the City Manager whether the project should move forward.	7.4	ITAC Guidelines
The Committee also monitors approved projects to ensure timely implementation.	3.7	ITAC Guidelines
It is ITAC's role to oversee the development and implementation of an ISMP that will guide replacement of major applications over the next several years.	2.7	ITAC Guidelines
If the following is the mission statement of TSD, is it an accurate reflection of current services? *"To deliver and manage innovative, cost effective solutions and a wide range of services to facilitate and enhance our customers' ability to provide the highest level of services to the people, businesses and organizations of Long Beach."*	4.6	FY 06 Proposed Budget Page 501

Recurring Subject Areas from Focus Groups

Summarized below are some of the recurring subject areas reported across all focus groups.

WHAT'S WORKING...

- Departments are able to search out and select specialized business solutions (equipment and systems) on their own

- Email and use of Lotus Notes
- "Buy vs. Build" consideration when replacing in-house systems
- Help Desk – Initial call and response (Tier 1)
- LAN/WAN infrastructure
- Use of grants and outside funding sources
- Enhanced Website functionality
- Good basic GIS capability

WHAT'S NOT WORKING…

- Alignment of technology with City's business goals
- Enterprise-wide applicability and adherence to technology standards: Departments operating in silo environments; lack of interoperability
- Adherence to a defined review processes and governance: Lack of enterprise-wide priority setting, and circumventing technology approval process
- Technology focus beyond immediate short-term needs
- Department decision makers not understanding information technology and strategic implications
- Help Desk - Follow-up (Tier 2)
- Chargeback system – busy work
- Lack of professional development and training
- Aged and failing equipment; capital replacement (especially PCs)
- Project management
- "Single point of contact" between TSD and departments
- ITAC and CTAC

SURVEY

Introduction

As described in the prior section, the BB&R Project Team developed a survey that was reviewed, edited and approved by the SDT. The survey was distributed electronically to City staff with an open response period of approximately 3 weeks. TSD compiled the results of the survey.

Survey Response

Normally, we anticipate a survey response rate from 10-15%. In this instance there were over 1,700 quantitative responses (40%). More than 350 respondents also wrote remarks in the optional remarks section giving specific opinions regarding technology within the City.

For survey questions 2, 3, 8, 9, and 15, the average response was calculated using the scale identified in *Exhibit IV-11*.

Exhibit IV-11: ELECTRONIC SURVEY RESPONSE VALUE MATRIX

QUESTION	VALUE =1	VALUE =2	VALUE =3	VALUE =4	VALUE =5
2, 3 & 8	Very Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Somewhat Satisfied	Very Satisfied
9	Not at All Confident	Somewhat Not Confident	Neither Confident nor Not Confident	Somewhat Confident	Very Confident
15	N/A – Don't Know	None	Low	Medium	High

Specific survey responses are tabulated on *Exhibit IV-12*.

EXHIBIT IV-12: INFORMATION TECHNOLOGY OPTIMIZATION SURVEY

1. Who provides you with technology related services?

	Response Percent	Response Total
1.1 Technology Services Department (TSD)	**40.7%**	**693**
1.2 Your Own Department	12.6%	215
1.3 Combination of TSD and Your Own Department	34.6%	589
1.4 I Don't Know Who Provides IT Services In My Department	9.1%	154
1.5 Other	2.9%	50
Total Respondents		**1701**
(skipped this question)		**1**

2. How satisfied are you with the technology related services you receive?

	Very Dissatisfied	Somewhat Dissatisfied	Neither Satisfied Nor Dissatisfied	Somewhat Satisfied	Very Satisfied	Not Sure or N/A	Response Average
2.1 With services provided by TSD:	5% (80)	10% (151)	10% (153)	31% (457)	**36% (544)**	7% (106)	**3.89**
2.2 With services provided by your own department:	4% (67)	7% (105)	10% (151)	24% (362)	**32% (475)**	22% (331)	**3.93**
2.3 With services provided by a combination of TSD and your own department:	4% (54)	6% (93)	11% (166)	**27% (410)**	27% (400)	25% (369)	**3.90**
2.4 With services provided by any other source:	2% (28)	3% (46)	13% (190)	10% (156)	9% (134)	**63% (937)**	**3.58**
Total Respondents							**1493**
(skipped this question)							**210**

3. How satisfied are you with the technology services your receive?

	Very Dissatisfied	Somewhat Dissatisfied	Neither Satisfied Nor Dissatisfied	Somewhat Satisfied	Very Satisfied	Not Sure or N/A	Response Average
The following statement best reflects your level of satisfaction with the technology services you receive:	5% (7)	10% (15)	**24% (37)**	**24% (37)**	24% (36)	13% (20)	**3.61**
Total Respondents							**152**
(skipped this question)							**1551**

4. Are you aware of the City of Long Beach Information System Master Plan?

	Response Percent	Response Total
3.1 Yes	10.6%	174
3.2 No	**89.4%**	**1460**
	Total Respondents	**1634**
	(skipped this question)	**69**

5. If yes, do you consider it to be the "Blueprint" for information systems used in the City?

	Response Percent	Response Total
4.1 Yes	**68.5%**	**122**
4.2 No	31.5%	56
	Total Respondents	**178**
	(skipped this question)	**1525**

6. In your opinion, which of the following statements most closely describes how information technology strategies are *implemented* in the City? (this does not include the*development* of strategies)

	Response Percent	Response Total
6.1 City departments independently implement information technology strategies	18.1%	282
6.2 TSD independently implements information technology strategies citywide	17.7%	276
6.3 **City departments and TSD collaborate equally in implementing information technology strategies**	**48.4%**	**753**
6.4 I do not use information technology services	7.2%	112
6.5 Other (please specify)	8.5%	132
	Total Respondents	**1555**
	(skipped this question)	**147**

7. How often do you use information technology in the performance of your work?

	Response Percent	Response Total
7.1 **At least four hours per day**	**52.5%**	**817**
7.2 Less than four hours per day	14.8%	230
7.3 At least four hours per week	7.8%	122
7.4 Less than four hours per week	12.8%	199
7.5 Do not use it	7.3%	114
7.6 Other (please specify)	4.8%	74
Total Respondents		**1556**
(skipped this question)		**146**

8. How satisfied are you with the following:

	Very Dissatisfied	Somewhat Dissatisfied	Neither Satisfied Nor Dissatisfied	Somewhat Satisfied	Very Satisfied	Not Sure or N/A	Response Average
8.1 The City's enterprise-wide technology related services:	3% (41)	9% (135)	17% (261)	**27% (407)**	19% (291)	25% (377)	**3.68**
8.2 TSD's capabilities to provide *reliable and timely* service delivery for your departmental needs:	5% (82)	15% (226)	12% (189)	**32% (483)**	26% (390)	9% (142)	**3.64**
8.3 IT related tools at your disposal to perform your daily work:	5% (69)	12% (175)	13% (191)	31% (469)	**33% (493)**	8% (115)	**3.82**
8.4 TSD's collaboration with your department in meeting your department's mission and objectives:	4% (61)	11% (163)	18% (268)	**24% (364)**	21% (320)	22% (335)	**3.61**
8.5 TSD's timeliness and accuracy of communications that it provides (i.e., project updates/status, follow-up on help-desk issues, etc.):	6% (84)	12% (174)	17% (257)	26% (397)	**28% (421)**	12% (178)	**3.67**
8.6 TSD is flexible and able to accomodate to major changes in technology:	5% (77)	11% (164)	20% (305)	**23% (342)**	19% (293)	22% (330)	**3.52**
Total Respondents							**1512**
(skipped this question)							**191**

9. Overall, how confident are you that TSD's service delivery capabilities can respond to *future customer* service needs?

	Not At All Confident	Somewhat Not Confident	Neither Confident Nor Not Confident	Somewhat Confident	Very Confident	N/A	Response Average
9.1 Level of Confidence	3% (49)	11% (165)	16% (235)	**36% (538)**	29% (429)	5% (78)	**3.80**
						Total Respondents	**1492**
						(skipped this question)	**211**

10. In your opinion, does TSD have the right skill sets to meet all of your department's information technology needs?

	Response Percent	Response Total
10.1 **Yes**	**49%**	**731**
10.2 No	15.9%	237
10.3 No Opinon	35.2%	525
Total Respondents		**1493**
(skipped this question)		**212**

11. Do you feel that TSD is:

	Yes	No	No Opinion	Response Total
11.1 Flexible	**52% (775)**	16% (245)	32% (472)	**1492**
11.2 Responsive	**65% (972)**	13% (199)	21% (320)	**1491**
11.3 Customer Service-Oriented	**62% (930)**	13% (194)	25% (368)	**1492**
			Total Respondents	**1491**
			(skipped this question)	**212**

12. Do you feel that TSD is accountable to departments for the quality of services provided?

	Response Percent	Response Total
12.1 **Yes**	**51.1%**	**763**
12.2 No	19.5%	291
12.3 No Opinion	29.4%	439
Total Respondents		**1493**
(skipped this question)		**212**

13. Do you work in TSD?

	Response Percent	Response Total
13.1 Yes	5.8%	87
13.2 **No**	**94.2%**	**1401**
	Total Respondents	**1488**
	(skipped this question)	**215**

14. Do you provide information technology services, (support, training, or development) to your department or another city department?

(Please select N/A if you are a TSD Employee)

	Response Percent	Response Total
14.1 Yes	11%	154
14.2 **No**	**87.9%**	**1230**
14.3 N/A	1.1%	15
	Total Respondents	**1399**
	(skipped this question)	**304**

15. What level of IT service in your department is provided by outside contractors?

15.1 None (No outside support)
15.2 Low (Technical staff used on an ad hoc, occasional use, non-scheduled basis)
15.3 Medium (1 or more IT staff used on a scheduled part-time basis)
15.4 High (1 or more IT staff used on a scheduled full-time basis)

	N/A Don't Know	None	Low	Medium	High	Response Average
Level of Outside Contracted Service:	**52% (770)**	15% (228)	22% (321)	7% (105)	4% (58)	**1.96**
					Total Respondents	**1482**
					(skipped this question)	**221**

16. Please identify your department (optional).

	Response Percent	Response Total
16.1 Mayor and City Council	1%	15
16.2 City Attorney	2.4%	36
16.3 City Auditor	0.5%	8
16.4 City Clerk	0.6%	9
16.5 City Manager	1.3%	19

	Response Percent	Response Total
16.6 City Prosecutor	1.1%	16
16.7 Civil Service	0.8%	12
16.8 Community Development	8.9%	132
16.9 Financial Management	4.4%	65
16.10 Fire	7.4%	109
16.11 Harbor	0%	0
16.12 Health & Human Services	9.9%	146
16.13 Human Resources	0.9%	14
16.14 Library Services	3.1%	46
16.15 Gas & Oil Department	3.8%	56
16.16 Parks, Recreation & Marine	5.6%	83
16.17 Planning & Building	2.4%	35
16.18 **Police**	**25.6%**	**379**
16.19 Public Works	8.2%	122
16.20 Technology Services	4.9%	73
16.21 Water	2.2%	32
16.22 Do Not Wish To Specify	4.9%	73
Total Respondents		**1480**
(skipped this question)		**223**

17. If you have any additional opinions regarding how information technology is utilized and managed within the City, please type your comments in the space provided below or email the BB&R project team at ITstudy@longbeach.gov.

Total Respondents	**352**
(skipped this question)	**1351**

QUANTITATIVE HIGHLIGHTS

Overall there is a relatively high level of satisfaction with the technology-related services received throughout the City. This is regardless of whether those services are provided by TSD or technology staff that is resident within the various departments. Select highlights from the quantitative portion of the survey results include:

- Technology services are provided exclusively by TSD over 40% of the time to the City
- Over 67% of respondents were satisfied with the technology-related services provided by TSD
- Nearly 90% of the respondents were not aware of the City's ISMP
- Over half of the respondents indicated they use technology at least 4 hours each day in the performance of their work
- 42% of the respondents indicated they were satisfied or very satisfied with the TSD's flexibility and ability to accommodate changes in technology
- 33% of respondents indicated they were very satisfied with the information technology tools at their disposal to perform daily work
- Over 65% indicated they were "somewhat confident or less than somewhat confident" that TSD service delivery capabilities can respond to future customer needs

WRITTEN COMMENTS

By the time the overall survey was completed and the results compiled by TSD, we had completed our initial interviews and focus group activities, as well as developed issue areas for discussion with the SDT. We then reviewed each of the written comments and categorized them by area of focus group and/or major concern as shown in *Table IV-13*. Furthermore, we found that the written comments supported our identified issue areas. In some instances, a written response addressed more than one issue area.

A high-level overview of the written comments is as follows:

TABLE IV-13: ISSUE AREAS ADDRESSED IN WRITTEN COMMENTS

ISSUE AREA	RANKING (BASED ON WRITTEN RESPONSES)	PERCENT OF WRITTEN RESPONSES*
Help Desk	1	36.49%
Management practices	2	26.35
Aged or failed equipment	3	17.23
Communications	4	14.19
Training	5 (Tie)	9.12
Organizational structure	5 (Tie)	9.12
Applications	6	8.45
Governance	7	7.43
Enterprise-wide	8	7.09
Infrastructure	9	6.42
Outsourcing	10	4.39
Technology acquisition support	11	4.05

ISSUE AREA	RANKING (BASED ON WRITTEN RESPONSES)	PERCENT OF WRITTEN RESPONSES*
Wireless	12	2.36
Operations support	13	1.69
GIS	14	1.35
Data Center	15	1.01
ITAC	16	0.34

* Since a written comment may address more than one issue area the total percent of responses is more than 100%

Throughout this report select quotes from the written survey comments are used to emphasize our findings and recommendations.

DATA REQUEST

Introduction

A Data Request was developed by the team in order to solicit information regarding operational, financial, organizational, personnel and project data from each department related specifically to technology for the fiscal years 2003 through 2006. The City distributed and collected the Data Request information from the following fifteen areas:

- Public Works
- Technology Services Department
- Office of the City Manager
- Parks, Recreation and Marine
- City Attorney
- Police
- Fire
- City Clerk
- Planning and Building
- Community Development
- Finance
- Gas and Oil
- Library Services
- Human Resources and Risk Management
- Health and Human Services

Due to self-reporting and different departmental interpretations there is not an overall consistency to the data. However, the data that was gathered allowed for an understanding of "order of magnitude" that was comprehensive and did not present a barrier to making recommendations. The Data Request Memorandum and a copy of the Data Request template are included in *Appendix E*.

Operations Highlights

The first section of the Data Request asked a series of operational questions. The results are identified in *Table IV-14*.

TABLE IV-14: RESPONSE SUMMARY FOR OPERATIONAL QUESTIONS

OPERATIONS STATEMENTS	RESPONSE SUMMARY		
	YES	NO	NO RESPONSE
Does your department have a separate information technology strategy or Information Technology Master Plan?	3	9	5
Does staff in your department provide information technology services to your department?	7	5	5
Does your department use a security standard other that the TSD security standard?	1	9	7
Does your department store backups off-site?	4	6	7
Is there a defined departmental disaster recovery plan?	2	7	8
Has your department disaster recovery plan been tested?	1	15	1
Does your department have an integration/interoperability strategy?	1	7	9
Does your department have a separate Help Desk other than TSD?	2	7	8
Does staff in your department provide information technology services to other departments?	3	9	5
Do all technology purchases go through TSD?	7	5	5
Are there information technology purchases your department makes without going through TSD?	7	5	5
Does your department provide or contract for the provision of information technology training or instructional courses?	7	5	5

Financial and Staffing Highlights

This section of the Data Request contained financial, organizational and staffing information related to technology for fiscal years FY2003 through FY2006. Due to self-reporting and different departmental interpretations, there is not an overall consistency to the data and we did not attempt to validate the information submitted.

As indicated in the *Approach and Methodology* section of this report, we used a functional view of the organization to review technology. Based on the responses to the Data Request, it appears 27% of the City's technology funding is outside of the TSD budget. Additionally, nearly 23% of the total positions that provide technology services and support are outside of TSD.

Additional summarized financial information relating to technology and staffing can be found in the *Assessment and Findings* section in the Management Practices discussion.

TSD Insourcing Highlights

Table IV-15 summarizes the total TSD insourcing services and revenue for the last four fiscal years which amounted to over $490,000.

TABLE IV-15: TSD INSOURCING HIGHLIGHTS

PERIOD	CLIENT	SERVICE	REVENUE REPORTED		TSD FTES PERFORMING SERVICE (EST.)
			PER ACTIVITY	PERIOD TOTAL	
FY06	City of Cerritos Long Beach City College Long Beach Transit LB Unified School District St. Mary Medical Ctr. Signal Hill Police Dept. Southern California Gas	Microwave Tower Leases	$92,930	$123,130	N/A
	City of Cerritos Long Beach City College Long Beach Transit LB Unified School District St. Mary Medical Ctr.	Radio Maintenance (LBCC parts and labor only; all others base rate plus parts and labor)	$30,200		Less than 1.0
FY05	City of Cerritos Long Beach City College Long Beach Transit LB Unified School District St. Mary Medical Ctr. Signal Hill Police Dept. Southern California Gas	Microwave Tower Leases	$90,482	$138,352	N/A
	City of Cerritos Long Beach City College Long Beach Transit LB Unified School District St. Mary Medical Ctr.	Radio Maintenance (LBCC parts and labor only; all others base rate plus parts and labor)	$47,420		Less than 1.0
	Long Beach Transit	Pager Services	$450		N/A
FY04	City of Cerritos Long Beach City College Long Beach Transit LB Unified School District St. Mary Medical Ctr. Signal Hill Police Dept. Southern California Gas	Microwave Tower Leases	$90,185	$114,163	N/A
	City of Cerritos Long Beach City College Long Beach Transit LB Unified School District	Radio Maintenance (LBCC parts and labor only; all others base rate plus parts and labor)	$17,200		Less than 1.0
	Long Beach Transit	Telephone	$6,778		Negligible

PERIOD	CLIENT	SERVICE	Revenue Reported		TSD FTEs Performing Service (Est.)
			PER ACTIVITY	PERIOD TOTAL	
FY03	City of Cerritos Long Beach City College Long Beach Transit LB Unified School District St. Mary Medical Ctr. Signal Hill Police Dept. Southern California Gas	Microwave Tower Leases	$90,250	$114,600	N/A
	City of Cerritos Long Beach City College Long Beach Transit St. Mary Medical Ctr.	Radio Maintenance (LBCC parts and labor only; all others base rate plus parts and labor)	$17,200		Less than 1.0
	Long Beach Transit	Telephone	$7,150		Negligible

Highlights of Current In-progress or Anticipated City-wide Technology Projects

Of the seventeen respondents, seven entities reported technology-related projects for FY06 (or beyond) that were in progress or anticipated with an estimated cost ranging from $52.1M to $56.2M. *Table IV-16* summarizes this self reported information.

TABLE IV-16: HIGHLIGHTS OF CURRENT IN-PROGRESS OR ANTICIPATED CITY-WIDE TECHNOLOGY PROJECTS

REPORTING ENTITY	PROJECT	EST. COST
Public Works - Airport	PW1230-01(Replace/Improve Noise Monitoring System	$ 552,250
	PW1130-08 (SACS System 2004 Upgrade)	3,793,505
	PW1130-09 (Computer Aided Dispatch System)	150,000
Public Works - Engineering	None Identified	
Public Works - Fleet Services	None Identified	
City Manager's Office	None Identified	
Parks, Recreation & Marine	None Identified	
City Attorney	None Identified	
Police	Mobile Data Computer Replacement	2,500,000
	Records Mgmt Upgrade (V7.5)	308,000
	DOJ Encryption	75,000
	Handheld Replacements	2,000,000
	Radio System Replacement	20,000,000
	City-wide Wireless Network	5,000,000
	Digital Photography & Storage	100,000
	Optical Server - Mass Storage	90,000
	New PCs Note: Self reported as $20,000 / month	240,000
	Digital Information Technology Lab	250,000

REPORTING ENTITY	PROJECT	EST. COST
Police (continued)	Auto Cite	350,000
	Pine Ave Monitoring	400,000
	Aggregate of Additional Projects	161,000
Fire	None Identified	
City Clerk	Legistar Note: Project initiated FY04	400,000
Planning & Building	Land Management Permitting System - Hansen	3,680,000
Community Development	None Identified	
Financial Management	None Identified	
Gas & Oil	GIS	2,000,000
Library	Technology Budget	301,011
	Radio Frequency ID Self-Check & Security System Note: Project initiated FY04; cost estimate from FY04 self reporting financial section.	1,300,000 (On-Hold)
	Wireless Hot-Zone Expansion	300,000 (On-Hold)
	Opening of MacArthur Park Library (May 2007)	Not Identified
Human Resources and Risk Management	None Identified	
Health & Human Services	Health Information System	395,000
	Homeless Information System Note: Project initiated FY03	662,000
Technology Services Department	3-1-1 Feasibility Study	99,000
	3-1-1 Call Center Implementation	500,000 to 4.00M
	Billing and Collections System	750,000
	Cable Franchise Renewal – Charter	Staff time
	Cable Franchise Agreement – Verizon	Staff time
	Cashiering System Upgrade	TBD
	Citywide Facility Security	TBD
	Communications Optimization	TBD
	Contracting-in – Wireless Support	Revenue Positive
	Council Redistricting	Staff Time
	Online Credit Card Payments (Link 2 Gov)	Staff Time
	CTAC Recruitment	Staff Time
	Customer Surveys through Remedy	Staff Time
	Disaster Recovery	800,000 - 1.4M (one-time cost)
	Election Night Video Programming	5,000
	E-Government Expansion	Staff Time
	Emergency Response Plan for TSD Employees	Staff Time
	FOR Long Beach – Performance Mgt System Interim Database	Staff Time
	FOR Long Beach – Performance Mgt System Acquisition	TBD
	FOR Long Beach – TSD Strategic Business Planning	Staff Time
	Form 700 Development	Staff Time
	GIS Conversion – Gas & Oil	Staff Time

REPORTING ENTITY	PROJECT	EST. COST
Technology Services Department (continued)	GIS ESRI Upgrade	700,000
	Hansen Land Management (NOTE: Also on Planning & Building project list)	See est. cost under Planning & Building
	Harbor Security	TBD
	Imaging Expansion	Staff Time
	Information Technology Optimization Study	213,000
	Legislative Information System (Daystar) roll-out (NOTE: Also on City Clerk's project list)	See est. cost under City Clerk
	Lotus Notes Upgrade	100,000
	Mail Optimization	Staff Time
	Microwave System Upgrade	TBD
	MS Office Upgrade	1.20M
	Network Password Policy	Staff Time
	Network Security	TBD
	Parking Management Transfer	Staff Time
	Password Security	Staff Time
	PCs Installs (CIP)	2.40M
	PC Training	100,000
	PD Mobile Data Computer (Tough book) Replacement (Note: Also in Police Department project list)	See est. cost under Police Department
	Property Sales Optimization	Staff Time
	Public Address System in City Hall	Staff Time
	Radio Communications Strategic Plan - replacements	TBD
	Remedy Upgrade	TBD
	Reprographics Optimization Study	Staff Time
	Reprographics Optimization Implementation	TBD
	Reverse 9-1-1	95,000
	Second language Programming Equipment Install	33,000
	System Access Process Streamlining	TBD
	Tablet PC Acquisition (Land Management)	TBD
	Telecommunications Audit	120,000
	Telesoft (phone billing system) Implementation	TBD
	Treo Analysis	Staff Time
	Video Surveillance (Pine Ave) (Note: Also in Police Department project list)	See est. cost under Police Department
	Voice Over Internet Protocol (VOIP) Expansion	TBD
	Web Content Management	Staff Time
	Wireless Internet (Citywide Wi-Fi) Initiative	Staff Time
	Work Order / Asset Management System Analysis	TBD
	Work Order / Asset Management System Acquisition	TBD
	Utility Billing System Acquisition	TBD